

Parks and Recreation Department

Golf Division Business Plan Update

**Park and Recreation Board
October 18, 2018**



State of the Industry

- **Golf is an \$84 billion industry**
- **1 in 75 jobs in the country is involved in the golf industry**
- **Since 2015, rounds in California have stayed stable**





Customer Satisfaction Survey

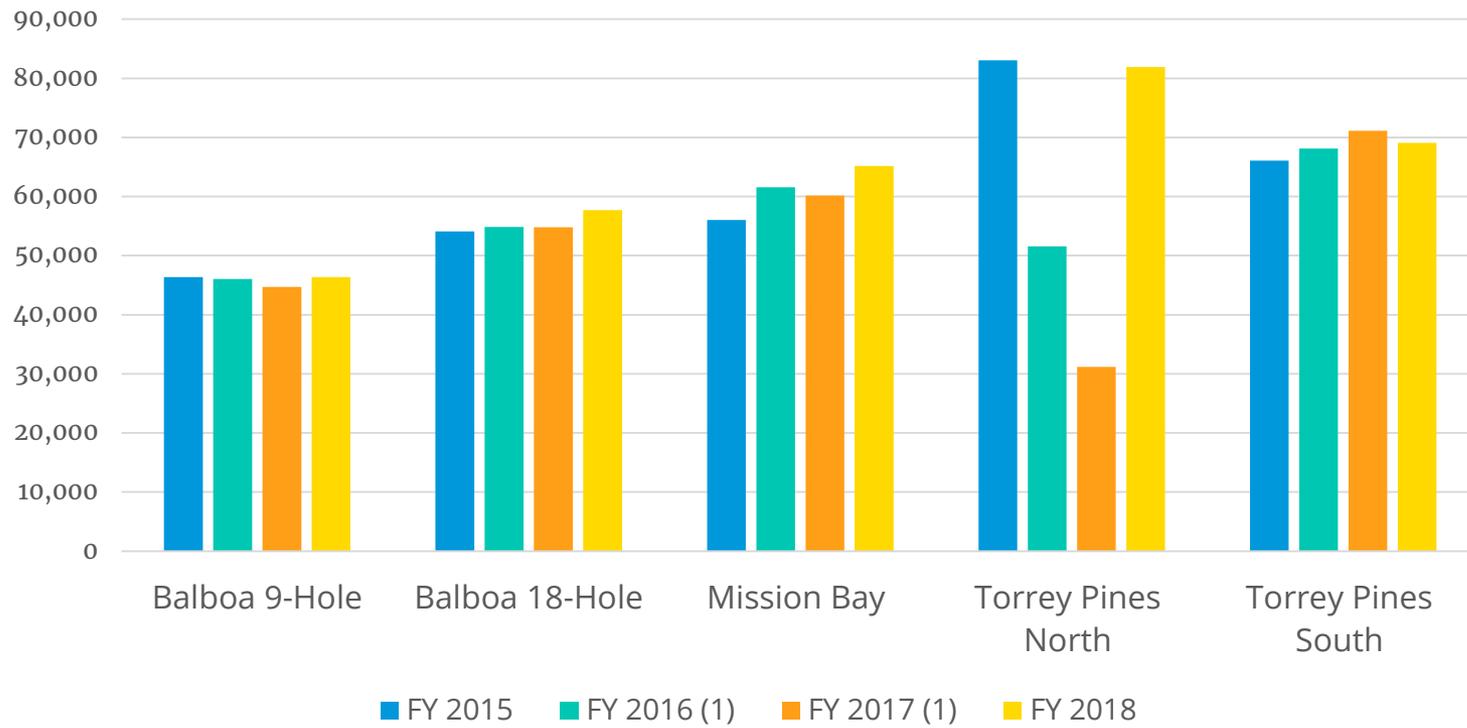
	FY 2011	FY 2015	FY 2017
Balboa Park	95%	97%	98%
Mission Bay	88%	96%	91% *
Torrey Pines North	95%	98%	96%**
Torrey Pines South	95%	98%	98%

*Public Utility Sewer Project impacted playing conditions. **North Course Improvement Project impacted availability

New survey to be completed in FY 2019.



Annual Rounds Comparison FY15 - FY18



(1) North Course construction project began



Financial Position

	Revenue	Expenses	Net Revenue
FY 2019 **	\$20,475,022	\$18,856,067	\$1,618,955
FY 2018	\$23,562,764	\$17,834,396	\$5,728,368
FY 2017 *	\$18,402,418	\$17,007,701	\$1,394,717
FY 2016 *	\$18,267,631	\$15,643,184	\$2,624,447
FY 2015	\$20,347,684	\$16,020,960	\$4,326,724

(*) Torrey Pines North Course closed for renovations in February 2016, re-opened for limited play in December 2016 with full operation beginning in June 2017. (**) Budgeted

FY2016 actual revenue and FY2017 projected revenue is reduced due to the Torrey Pines North Course renovation. Project completed in December 2016.

Capital Improvements Program (CIP)

- **Balboa Park Golf Course**
 - Parking Lot Resurfacing
- **Mission Bay Golf Course Golf Course**
 - Irrigation & Lighting Improvements
 - Demolition and Portable Building Installation
- **Torrey Pines Golf Course**
 - South Course Renovation
 - North Course Drainage Project

Fees

- **Proposed increases on North Course only**
- **Effective January 1, 2019**
- **No increase to the Resident ID Card**
- **No increase to the Junior Monthly Ticket**

Youth Golf Initiatives

- Junior Monthly Ticket
- P.L.A.Y. Golf
- Junior World Golf Championship
- PGA Junior League
- High School Golf
- Collegiate Golf

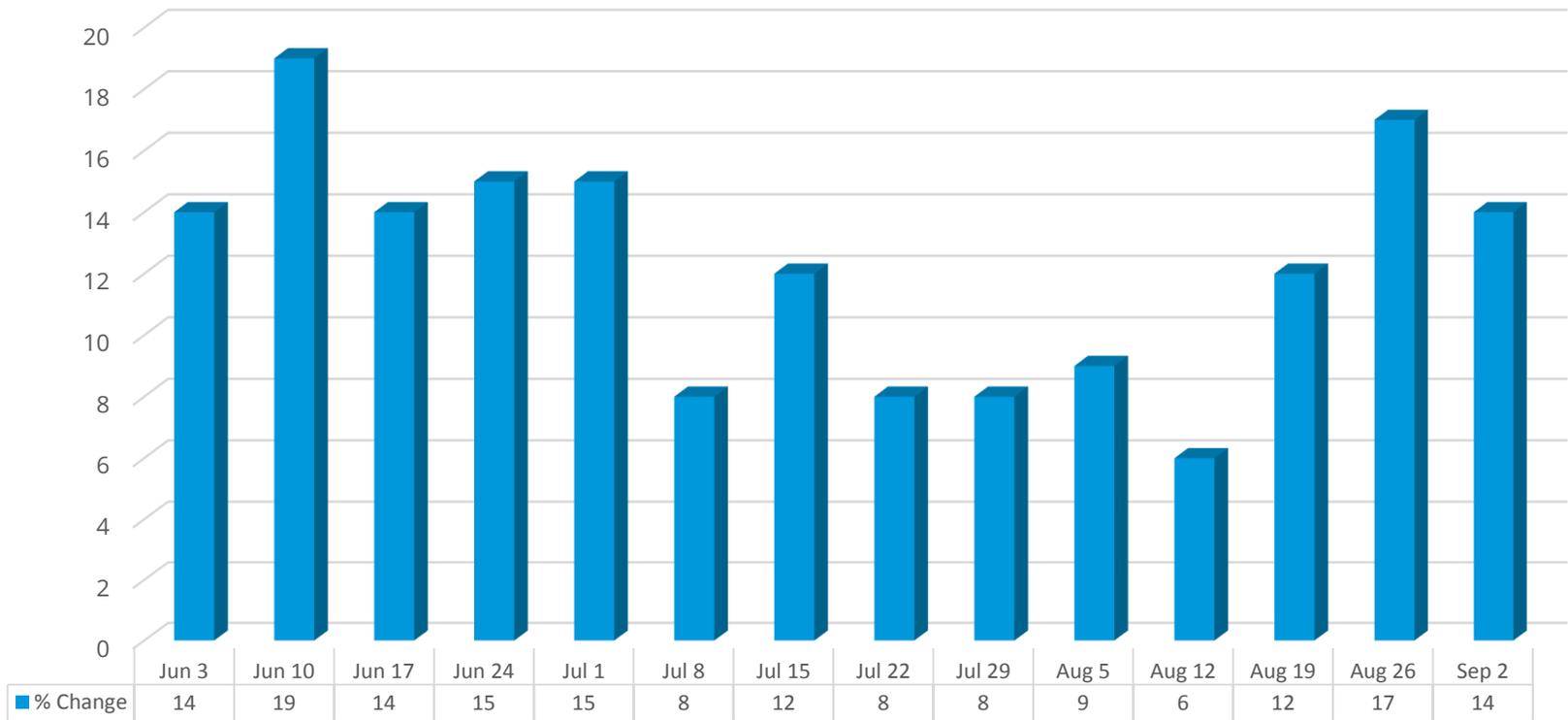


Accomplishments

- **\$14 million, 12 year golf course equipment contract with Toro**
- **North Course Improvement Project completed**
- **Assumed operation of the Balboa Park Golf Course Pro Shop**
- **New FootGolf and DiscGolf courses installed at Mission Bay Golf Course**

Future Outlook

2018 Golf Rounds Play - % Change Compared to the Prior Year



Future Outlook

- Continue the implementation of ongoing capital improvement projects at all three golf course facilities.
- Create a fundraising tournament at Torrey Pines to benefit youth programming throughout the Parks and Recreation Department.
- Commence outlining preparations for the 2021 US Open Golf Championship



Questions?